

DD/A Registry

File Personal - 1

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TO	NAME AND ADDRESS	DATE	INITIALS
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2	Det. Mr. Jones		
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>Fred</p> <p>There are attached some thoughtful replies to the "one-grade promotion matter". Will you have your people take a look, & see if any new approach is in order.</p> <p>Atts:</p>			
FOLD HERE TO RETURN TO SENDER			
FR		DATE	
Deputy Di		25 Mar 75	
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FORM NO. 1-67 237 Use previous editions

☆ GPO : 1974 O - 535-857

(40)

DD/A:JFBBlake:25 Mar 75

Distribution:

Orig RS - D/Pers w/cys of Atts

1 - DD/A Subj w/Orig & cys of atts

1 - DD/A Chrono

1 - JFB Chrono

Atts: DD/A 75-1365: Memo dtd 20 Mar 75 to DD/A fr PS/DDO, Review of the Single Grade Promotion Policy

DD/A 75-1347: Memo dtd 20 Mar 75 to DD/A fr CMO/DDA, same subj

DD/A 75-1251: Memo dtd 14 Mar 75 to DD/A fr C/AdminSupStaff/DDS&T, same subj

DD/A 75-1057: Memo dtd 4 Mar 75 to DD/A fr D/Admin/DDI Mgmt Staff, same subj

DD/A 75-0829: Memo dtd 18 Feb 75 to 4 Directorates fr DD/A, same subj

DD/A 75-0782: Memo dtd 14 Feb 75 to DD/A fr D/Pers, same subj

24 March 1975

MEMORANDUM FOR: Mr. Blake via Mr. ~~McMahon~~

SUBJECT : Review of Single Grade Promotion Policy

1. Reference is made to the Director of Personnel's memorandum of 14 February 1975 which recommends that the Agency discard the single grade promotion policy. The Associate Deputy Director for Administration took the position that there is merit in retaining the policy and it was suggested we obtain a fuller cross-section of Agency opinion.

2. Although there is a wide variety of rationale presented, the general consensus from other Directorates is that we should retain the present policy of single grade promotions. Those favoring this approach include:

DIRECTORATE OF ADMINISTRATION:

Career Management Officer, DD/A

DIRECTORATE OF SCIENCE AND TECHNOLOGY:

Chief, Administrative Support Staff

Chief, Administrative Support/SPS

Director of Technical Service

Director of Weapons Intelligence

Director of Research and

Development

Director of Scientific Intelligence

Director of Development and Engineering

Director, National Photographic Interpretation Center

DIRECTORATE OF OPERATIONS:

Chief, Plans Staff, DD/O

Mr. David S. Brandwein

Mr. Ernest J. Zellmer

Mr. James V. Hirsch

Mr. Karl H. Weber

Mr. Leslie C. Dirks

Mr. John J. Hicks

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3. The DDI position was presented by [redacted] Deputy for Administration, DDI Management Staff, who concurred with the Director of Personnel in recommending that we no longer use GS-08 and GS-10 for professionals.

4. You may recall that this subject came up for discussion in a meeting with ADMAG, and there was divided opinion as to the advisability of changing the single grade promotion policy.

LJD

Att:

DD/A 75-1365; 1347; 1251; 1057; 0829 and 0782

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DD/A

23-1347

DDA

20 March 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Review of Single Grade Promotion Policy

REFERENCE : Multiple Addressee Memo, dtd 18 Feb 75,
same subj

1. In response to your request we have reviewed both the Director of Personnel's memorandum and the Associate Deputy Director for Administration's comments to you regarding the single grade promotion policy. While we agree that the Director of Personnel has advanced some good arguments in favor of changing current policy, we would recommend retention of the present single grade promotion policy; we also offer some suggestions for partial relief of this "problem." Based on the presumption that grade escalation problems and over-all personnel costs will not permit accelerated promotion rates, it would be more beneficial to the employees to get the "half a loaf" which the interim GS-08 and GS-10 promotions offer. The psychological benefits, as pointed out by the A/DDA, are also strong arguments for retention of the present system.

2. On the other hand, the rapid Agency expansion, which was responsible for the introduction of present policy, no longer exists. Additionally, there are relatively few GS-08 or GS-10 positions. In an effort to alleviate some of the existing morale factors and to soften the hard line position for no change, we offer the following for consideration:

a. Encourage greater use of temporary promotions. Under this policy the employee is promoted to the grade of position or to within one grade of slot for as long as it is occupied or until the employee is competitively promoted at which time the promotion would become permanent. (Federal Personnel Manual Chapter 335, Subchapter 4-4 a. through f. outlines the ground rules for use of temporary promotions. It addresses documentation required, length of the temporary promotion, converting the promotion to permanent

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- 2 -

status, and provisions for terminating temporary promotions. Although the regulations are concerned basically with conditions existing in the Federal competitive service it is believed they could be utilized in a modified form within the Agency).

OR

b. Establish set time limits under which an employee (who has received an over-all Fitness Report rating of "P" or higher) can occupy a position of higher grade without being promoted.

OR

c. Alter Agency regulations so that an employee may be assigned only to positions of similar grade or no more than one grade above his own.



Attachment

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in a transfer of function is not a demotion at the employee's request for this purpose.

(2) *Special consideration for repromotion.* An employee demoted without personal cause is entitled to special consideration for repromotion in the agency in which he was demoted. Although he is not guaranteed repromotion, ordinarily he should be repromoted when a vacancy occurs in a position at his former grade (or any intervening grade) for which he has demonstrated that he is well-qualified, unless there are persuasive reasons for not doing so. Consideration of an employee entitled to special consideration for repromotion must precede efforts to fill the vacancy by other means, including competitive promotion procedures, except when another employee has a statutory or regulatory right to be placed in or considered for the position. If a selecting official considers an employee entitled to special consideration for repromotion under this paragraph but decides not to select him for promotion and then the employee is certified to the official as one of the best-qualified under competitive promotion procedures for the same position, the official must state his reasons for the record if he does not then select the employee.

(3) *Applicability to certain reemployed employees.* The provisions of this paragraph apply to an employee who was separated by reduction in force and later reemployed at a lower grade. They also apply to an employee who resigned or was separated after declining to accompany a transfer of function or after receiving a general notice of reduction in force, and who is later reemployed at a lower grade.

d. *Promotion during reduction in force.* There is an exception for a position change required by reduction-in-force regulations which is technically termed a promotion because the agency's pay-fixing policy gives an employee the benefit of a slightly higher pay rate, or because the minimum rate for the new job exceeds the rate the employee received in his old job. Such an assignment between positions under different pay schedules is not subject

to competitive promotion procedures because the agency has no alternative to the assignment. A promotion, however, voluntarily undertaken by an agency during a reduction in force to place an employee who might be adversely affected must be made under competitive promotion procedures.

e. *Promotion to a higher grade for 120 days or less.* An agency may make a temporary promotion limited to 120 days or less as an exception to competitive promotion procedures. This exception is not to be used to circumvent competitive promotion requirements by a series of temporary higher-level assignments. Therefore, competitive promotion procedures must be used if after completing the period of service under temporary promotion an employee will have spent more than 120 days (prior service under details and previous temporary promotions included) in high-grade positions during the preceding year.

f. *Promotion after failure to receive proper consideration.* If an employee fails to receive proper consideration in a promotion action and the erroneous promotion is allowed to stand, the employee must be considered for the next appropriate vacancy to make up for the consideration he lost. (See section 6-4c.) He may be selected for promotion to this vacancy, in competition with others entitled to the same consideration, as an exception to competitive promotion procedures. An employee is entitled to only one consideration under this provision.

4-4. TEMPORARY PROMOTIONS

a. *Uses of a temporary promotion.* (1) Except when the service is for a brief period, a temporary promotion generally is the most appropriate means of meeting a situation requiring the temporary service of an employee in a higher-grade position. It may be used, for example, when an employee has to perform the duties of a position during the extended absence of the incumbent, to fill a position which has become vacant until a permanent appointment is made, to assume responsibility for an increased workload for a limited period, or to participate in a special project which will last

for a limited period. For purposes like these, a temporary promotion is more appropriate than a detail. Appointing an employee to an established position not only gives better recognition to management's needs and the employee's new responsibilities but also compensates the employee more adequately for the higher-grade work he is performing.

(2) A temporary promotion is not appropriate, however, primarily for training or evaluating an employee in a higher-grade position. It may not be used, for example, to give an employee a trial period before permanent promotion, to decide among candidates for permanent promotion, or to train an employee in higher-grade duties.

b. Making a temporary promotion. Competitive promotion procedures must be used when a temporary promotion will exceed 120 days. When a temporary promotion is made as an exception to competitive procedures (see section 4-3e), any extension beyond 120 days must comply with these procedures.

c. Notice and documentation at the time of a temporary promotion. An employee selected for a temporary promotion must be informed in advance of the promotion of the circumstances that make a temporary promotion, rather than a permanent promotion, appropriate. He must be informed in terms that leave no doubt of the temporary nature of the action and of all conditions relating to it, including the expected duration. He must be assured that he will be returned to his regular position when he is no longer needed in the higher grade, whether or not the expected period has ended. The temporary promotion is to be documented to show that the employee has full knowledge of the action taken and the conditions under which he is temporarily promoted.

d. Length of a temporary promotion. An employee may be temporarily promoted for the expected duration of the need for his services in the higher grade, but the initial period may not exceed one year. If his services are still needed in the higher grade after the initial period ends, the agency must review the situation and determine whether it actually is a temporary

one. If it is not, the position should be filled permanently by appropriate means. If the situation warrants, however, the temporary promotion may be extended for no more than one additional year. Further extensions are permitted, after the agency again reviews the situation, if the total period of the temporary promotion does not exceed two years. The Commission, however, may authorize a temporary promotion for a longer period than two years when it finds that the needs of the service require it. Requests for approval should be sent to the central office of the Commission.

e. Making a temporary promotion permanent. Competitive promotion procedures apply in making a temporary promotion permanent unless the temporary promotion was made initially under competitive procedures and the fact that it might lead to permanent promotion was made known to all potential candidates.

f. Ending a temporary promotion. (1) Unless extended by the agency to meet additional temporary needs, a temporary promotion automatically ends on the specified date. It may be ended at any time, however, at the discretion of the agency. Neither the adverse action procedures of chapter 752 nor the reduction-in-force procedures of chapter 351 apply when a temporary promotion is ended within two years and the employee is returned to his regular position or placed with his consent and without time limit in a different position in a grade no lower than his regular position (see chapter 715). A temporarily promoted employee, however, may be reassigned or demoted to a grade higher than his regular position (the equivalent of a promotion from his regular position) only if competitive promotion procedures are used for the proposed permanent assignment.

(2) The 2-year limit on temporary promotions discussed above does not apply to temporary promotions in the excepted service. The return of a preference eligible from a temporary promotion lasting longer than two years in the excepted service is subject to the adverse action procedures of chapter 752, but the promotion remains temporary for the purposes of determining entitlement to salary retention.

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DDS&T-985-75


14 MAR 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT: Review of the Single Grade Promotion Policy

REFERENCE: Memo from DDA dated 18 February 75;
(Same Subject) (DDA-75-0829)

The Director of Personnel's memorandum on single grade promotion policy was reviewed by all offices within the DDS&T and without exception they favor retaining our current policy at these grade levels. Since some of these offices have varying reasons for their decision, I am forwarding their comments to you for your information.


Chief, Administrative Support Staff
DD/S&T

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Attachment: a/s

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SPS-0185/75

26 February 1975

DD/S&T#679-75

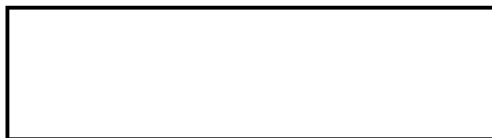
MEMORANDUM FOR: Chief, Administrative Support Staff, DD/S&T
 SUBJECT: Review of the Single Grade Promotion Policy
 REFERENCE: DD/A Memorandum of 18 February 1975 to SPS
 DD/A 75-0829

1. In considering the proposal in the attached paper prepared by the Office of Personnel, it appears that there is a more positive approach to the subject of promotions than that proposed, i.e., two grade promotions for young professionals up to the grade of GS-11.

2. The same idea can be accomplished by continuing the one grade promotion concept and decreasing the time in grade requirement.

3. This approach would increase the promotion or advancement rate for the young professional, grant recognition through promotion, not effect the competitive promotion system, recognize merit and ability, and improve morale. After all, if the Agency's promotion rate is recognized as unreasonably slow, and morale is sagging, then the heart of this problem seems to be centered on time in grade. Let's look at and reduce the time in grade factor for young professionals, rather than eliminate the one grade advancement policy.

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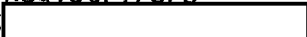


Chief, Administrative Office
 SPS/DDS&T

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AO/SPS  26Feb75

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ADMINISTRATIVE — INTERNAL USE ONLY

DD/S&T#677-75


27 February 1975

MEMORANDUM FOR: DDS&T Administrative Support Staff
SUBJECT: Review of the Single Grade Promotion Policy
REFERENCE: DD/A Memo #75-0829 dated 18 Feb 75

1. Within the Office of Technical Service there is no hue and cry on the part of people in grades GS-07 to GS-11 for a reversion to the old policy of promotion directly from 7 to 9 and from 9 to 11. That being the case, I don't see any advantage to be gained in changing the system. If the problem is slow promotion through the junior grades, then the answer is to see to it that time in grade standards are equalized throughout the Agency.

2. There is one other case where a double grade promotion would be acceptable, and that is from GS-16 to 18, since there is no financial difference between the pay of a 17 and an 18 nowadays.

STAT


David S. Brandwein
Director
Office of Technical Service

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6 MAR 1975

MEMORANDUM FOR: Chief, Administrative Support Staff, DD/S&T
SUBJECT : Review of the Single Grade Promotion Policy

1. The OWI Career Service Panel (CSP) met on 27 February to discuss the Office of Personnel recommendation that the Agency should discard the single grade promotion policy through grade GS-11. The Panel recommends and I concur:

a. that CIA retain the single grade promotion policy,

b. that CIA determine what the time-in-grade practices are in other Agencies for promotion from GS-07 to GS-09 and GS-09 to GS-11, and

c. that CIA implement the single grade promotion policy in such a manner as to compare favorably with the findings of (b) above.

2. OWI finds the use of grades GS-08 and GS-10 beneficial in hiring new personnel when, for various reasons, we are unwilling to offer a GS-09 or GS-11. The one step promotion is a useful supervisory tool which forces earlier and more frequent consideration of a junior analyst's progress and provides additional incentives to the junior analyst as well as a visible mark of progress. In addition, if CIA time-in-grade criteria for promotions from GS-07 through GS-10 were in line with other agencies employing the two grade promotion policy, our personnel would benefit (in terms of pay) from promotions to GS-08 and GS-10. Finally, we have not experienced major problems because of the single step procedure, either in hiring or in retaining personnel. Therefore, considering its advantages, OWI prefers to maintain the present system as long as it retains the flexibility to be generally competitive with our counterpart agencies.

STAT


ERNEST J. ZELLMER

Director

Weapons Intelligence

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DD/S&T# 613-75/2

ORD 0879-75

4 MAR 1975


MEMORANDUM FOR: Chief, Administrative Support Staff/DD/S&T

SUBJECT : Review of Single Grade Promotion Policy

1. In substance I agree with John McMahon's view that promotions have their psychological rewards and that single grade promotions provide more opportunities for a "lifting of the spirits." But these advantages can be quickly lost if the employees judge, rightly or wrongly, our personnel promotion policy to be inferior to that of other government agencies.

2. I believe that we can have the best of two worlds with a flexible promotion policy that will enable the manager to move employees on a fast track quickly from GS-07 to GS-09 to GS-11 and still be in a position to give recognition for growth and development to those employees on a slower track. I recommend that our personnel promotion policy be structured so that the manager has flexibility and a spectrum of promotion action options and is sufficiently innovative that the employees regard it to be progressive.

STAT


James V. Hirsch
Director of Research and Development

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7 MAR 1975

MEMORANDUM FOR: Chief, Administrative Support Staff,
DDS&T

SUBJECT: Single Grade Promotion Policy

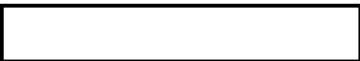
The Office of Scientific Intelligence has reviewed its professional employee promotions in grades GS-7 to GS-11 for the past three years and finds the single grade promotion system preferable to the double grade promotion policy. Although single grade promotions may be contributing to advancement delays in other offices the policy is working quite well in OSI. The frequency of advancement for our young professionals is well timed and we perceive no problems arising in the foreseeable future.


KARL H. WEBER
Director
Scientific Intelligence

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(7 March 1975)

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DD/S&T# 808-75

OD&E-0306-75

07 MAR 1975

MEMORANDUM FOR: Chief, Administrative Support Staff, DD/S&T
SUBJECT : Single Grade Promotion Policy

The OD&E Panel and I have studied the proposal made by Mr. Janney. It is our unanimous feeling that the present system of promotion is superior to the one proposed in that it provides through the single grade promotion a morale-building device. Secondly, the present system is flexible enough that it can be adjusted to overcome the reported slow rate of promotions. In summary the present system offers advantages which the new one does not provide.


LESLIE C. DIRKS
Director
of
Development and Engineering

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DD/S&T# 916-75

NPIC/D-96/75

12 MAR 1975

MEMORANDUM FOR: Chief, Administrative Support Staff, DDS&T

SUBJECT : Single Grade Promotion Policy

REFERENCE : Memo from Director of Personnel to Deputy Director
for Administration dated 14 Feb 1975, Subject:
Review of the Single Grade Promotion Policy

1. If CIA's promotion rate from GS-07 to GS-11 is slower than most other federal agencies, then we should agree with the memo's proposal, or take other action to equalize the rates.

2. The memo states that CIA's promotion rates are recognized as being unreasonably low, but does not actually compare our rates with the other agencies. If the Director of Personnel feels that the Agency's promotion rates are too slow, perhaps some guidance from him to the career services is in order. There is no reason to believe that the elimination of the two grades would necessarily increase the rate of promotion between GS-07 and GS-11. It would seem that time-in-grade guidance for those moving through those grades would accomplish the desired purpose and could very possibly be more beneficial to the employees.

3. The following time-in-grade (months) figures are from existing records:

	<u>DDS&T Minimum</u>	<u>NPIC AVG-CY-73</u>	<u>NPIC AVG-FY-74</u>
GS-07 to 08	9	25	16
GS-08 to 09	10	17	15
GS-09 to 10	10	20	21
GS-10 to 11	<u>12</u>	<u>20</u>	<u>19</u>
Totals	41	82	72

4. Using the DDS&T minimum promotion time rate of 41 months from GS-07 to GS-11--if an employee is promoted through each step at the

SUBJECT: Single Grade Promotion Policy

minimum time he will have earned \$42,407.82 during this period as compared with \$40,198.49 if grades GS-08 and GS-10 are omitted.

5. We, in the Agency, can adjust our promotion rates to whatever speed best suits our purpose. On balance, I should prefer to retain the present system.



JOHN J. HICKS

Director

National Photographic Interpretation Center

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DD/A 75-1057

4 March 1975

MEMORANDUM FOR: Deputy Director for Administration
SUBJECT : Review of the Single Grade Promotion Policy

1. I concur in D/Pers recommendation that we no longer use GS-8 and GS-10 for professionals.
2. The median time our personnel serve in GS-8 and GS-10 is 13 months--this is the lowest of any grade level. The range is 6-70 months in GS-8 and 6-60 months in GS-10. This indicates to me this is a bypass grade.
3. I have served on two evaluation panels and in all cases the recommendation for promotion to GS-8 and to GS-10 was made based on the opinion of the panels that the individual was promotable to GS-9 and GS-11. This, of course, excludes specialist positions allocated at GS-8 and GS-10.
4. I am also persuaded by the fact that other government agencies do not follow this specialized Agency rule. I do not feel our employees should be denied a benefit available to other government workers.



Deputy for Administration
DDI Management Staff

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DD/A 75-1365

20 MAR 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Revision of the Single Grade Promotion Policy

REFERENCE : Memorandum for Multiple Addressees from DD/A,
dtd 18 Feb 75, Same Subject

1. We have discussed the Director of Personnel's proposal to you for a change in the single grade promotion policy. A consensus has been reached substantively in agreement with John McMahon's sentiment that there is merit in retaining the single grade promotion policy.

2. Our consensus is based partly on the morale factor involved for our young professionals. That is, where a waiting period exists for promotion, it would be better to receive the economic benefits of single grade advancement rather than wait twice the time involved not receiving any advancement at all.

3. This Directorate's Annual Personnel Plan for FY74 indicated an average time-in-grade of 18 months at the GS-07 level and 38 months at the GS-08 level. In addition, it shows an average time-in-grade at the GS-09 level of 17 months and at the GS-10 level of 31 months. Obviously, there have been benefits in the single grade advancement policy for GS-07's and GS-09's that would not exist were we to alter the policy.

4. There is an additional factor that causes us some concern in considering a possible policy change. At the present time we use the GS-07 grade level for lateral entry into our professional trainee program. Following satisfactory completion of the program, the trainees receive a non-competitive promotion to GS-08. This is an incentive in the training cycle that we would not wish to abandon even with a two grade promotion policy. A double grade jump should be strictly competitive and we would have no sound basis for job performance evaluation of our trainees at this stage of the program. At the present time we also use grades GS-08 and GS-10 for other staff and contract trainees as officer candidates, such as in the [redacted] Here again, we would wish for a continuance of this practice.

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5. Finally, we believe that the adoption of a two grade promotion policy for professionals might further serve to exacerbate the morale of clerical employees, including those serving in non-secretarial positions. These particular grade levels, between GS-07 and GS-11, comprise that fuzzy area of a mixture of clerical, technical, professional, and semi-professional personnel, and as you know, there has been evidence of unrest in our clerical ranks, with charges that clerical personnel have been delegated a "second citizen" role. A change in policy would undoubtedly strengthen this feeling for those non-professional personnel who are in positions that would accommodate the double grade advancement, but who are still restricted to a single grade promotion while their professional colleagues are advancing two grades at a time.



Chief, Plans Staff

STAT

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DD/A 75-0829

6 FEB 1975

MEMORANDUM FOR: Deputy Director for Administration

Attn: Mr. [REDACTED]

✓ Deputy Director for Intelligence

Attn: Mr. [REDACTED]

Deputy Director for Operations

Attn: Mr. [REDACTED]

✓ Deputy Director for Science and Technology

Attn: Mr. [REDACTED]

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SUBJECT : Review of the Single Grade Promotion Policy

Gentlemen:

1. The attached memorandum to me with its recommendation from Fred Janney is self-explanatory. I have also attached a brief note to me from John McMahon.

2. In lieu of scheduling this for consideration by the Management Committee, I believe it more appropriate to solicit a reaction from you gentlemen. After absorbing those reactions, we will then see what we will do.

/s/ John F. Blake

John F. Blake
Deputy Director
for
Administration

Atts (DD/A 75-0782 + note)

DD/A:JFBBlake:kmg (18 Feb 75)

Distribution:

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✓ 1 - DD/A Subject w/Orig & Q&4 of Att (Roz hold)

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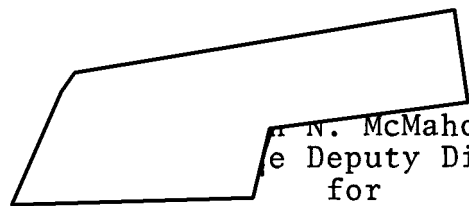
DD/A 75-0782: Memo dtd 14 Feb 75 to DD/A fr D/Pers, same subj
Note to DD/A fr ADD/A dtd 18 Feb 75 re same subj

18 FEB 1975

NOTE FOR: Deputy Director for Administration

Jack:

I am persuaded that there is merit in retaining the single grade promotion policy. Albeit a boring venture for the individual on the go to receive 8's and 10's, etc., there are many people in the Agency where promotion to any grade is a singular event with attendant psychological merit well worth keeping in our system. I would feel much better receiving a 10 in 2 years rather than waiting 4 years for an 11. I am not sure on what basis Personnel arrived at their recommendation, but I would suggest we get a fuller cross-section of Agency opinion than what is reflected in the attached document.



N. McMahon
Deputy Director
for
Administration

STAT

Att.

PERS 75-278

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Review of the Single Grade Promotion Policy

1. This is in response to your request for a current review and revalidation of the policy that professional employees be promoted one grade at a time through grade GS-11.

2. The basic elements of the present promotion system were adopted years ago while the Agency was expanding rapidly and when most employees were assigned to positions one or more grades above their own. This encouraged a general practice of annual promotions and an overall promotion rate which exceeded the pace of advancement in most Federal agencies.

3. In an effort to bring promotions within more reasonable control under these circumstances, the Agency adopted the policy of promoting employees one grade at a time through the process of competitive selection among all members of a Career Service at a given grade, thereby using the grades of GS-08 and GS-10 for professionals -- a practice not followed elsewhere in government. Recognizing the need to husband headroom against the future needs of an expanding work force, these selections were made against limited quotas established within the total headroom available in the position structure. There were, however, time-in-grade guidelines, albeit differing among components. In these circumstances, competitive promotion by single grade steps made good sense, and did not interfere with the maintenance of desirable rates of advancement.

4. Although there has been no appreciable change in the above policies and practices, the Agency has for some years experienced steady reductions in personnel ceilings and faces quite different problems in managing promotions under current circumstances. Today, there is considerable evidence of shortcomings in the promotion system. Criticism of the single grade promotion policy arises frequently in circumstances which invite specific comparisons between our system and pay practices in other agencies.

For example, "Why should our young professional in a grade GS-09 position be promoted from GS-07 to GS-08 while the young DIA professional with identical duties is promoted from GS-07 to GS-09," or "Why promote a GS-09 who has been serving creditably in a GS-11 position for a year or more to GS-10?" The single grade promotion policy is also blamed for Agency promotion rates which are becoming recognized as unreasonably low. There is hard evidence that advancement is too slow. For example, the attached tabulation of information from the FY 1974 APP reports of certain DDA Career Sub-Groups shows very slow rates of progress for employees in the grade range GS-07 to GS-11, in spite of headroom which would have accommodated promotions more frequently. Unquestionably, people of the caliber of our young professionals have reason to expect more rapid advancement. In order for the Agency to keep pace, our managers must give up the habit of hoarding headroom and accord these upcoming professionals the status and pay which they have earned by their day-to-day performance.

5. The policy of promoting junior professionals by single grade steps is outdated. For some time the position structure has served to restrict rather than encourage promotions, and opportunities for promotion have depended almost entirely on turnover.

6. The Agency should discard the "single grade promotion policy" and adopt the following policies to govern the promotion of professionals through grade GS-11:

(a) Employees who are ranked as promotable through competitive selection and who are assigned to positions of higher grade shall be promoted to the grade of their assigned positions, except that no employee shall be promoted more than two grades at one time. (This would have the effect of eliminating the use of GS-08 and GS-10 for professionals.)

(b) Employees who are ranked promotable and are assigned for an established tour in a position of the same grade may be promoted with the commitment by their Career Service that, within two years or in the next assignment, whichever is sooner, they will be assigned to positions at levels to accommodate their higher grades.

7. If you concur, I will prepare an appropriate proposal for consideration at an early meeting of the CIA Management Committee.

F. W. M. Janney
Director of Personnel

Attachment

CONCUR:

Deputy Director
for
Administration

Date

Distribution:

Orig - Return to D/Pers
2 - DDA Subj.
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1 - D/Pers (w/held)

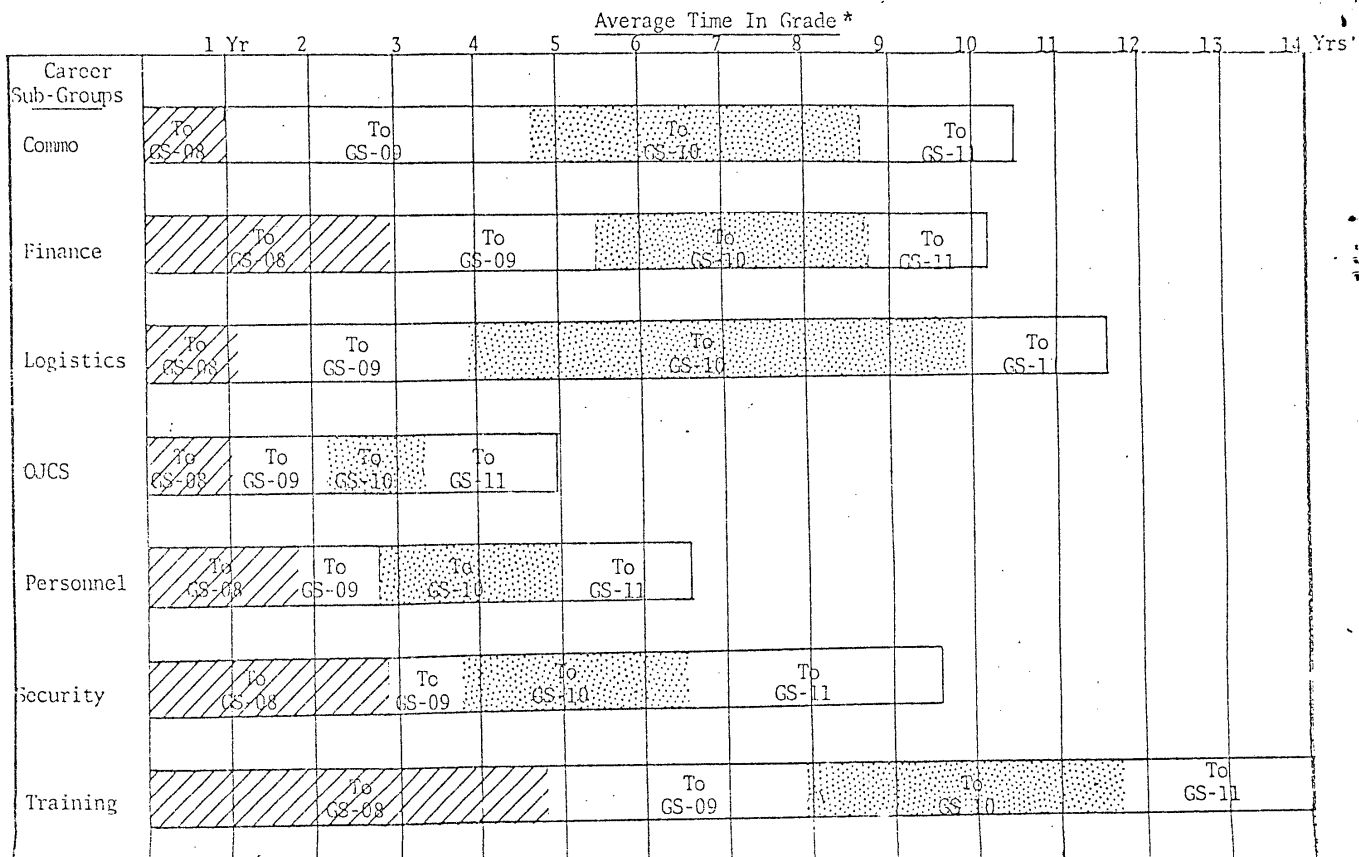
OP/RS [] lrm (31 Jan 75)

Revised: O-D/Pers: FWMJanney: bkf (13 Feb 75)

STAT

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AVERAGE TIME IN GRADE PRIOR TO THE PROMOTION
OF PROFESSIONALS TO THE GRADE INDICATED



* The average times between grades are those which the Career Sub-Groups reported in the FY 74 APP.